THE EXECUTIVE M.B.A. PROGRAM

1987-1988

CENTENARY COLLEGE OF LOUISIANA

SHREVEPORT, LOUISIANA

The Bulletin of

Centenary College of Louisiana

THE EXECUTIVE M.B.A. PROGRAM

SCHOOL OF BUSINESS
CENTENARY COLLEGE OF LOUISIANA
SHREVEPORT, LOUISIANA 71134-1188

CENTENARY COLLEGE OF LOUISIANA is an equal opportunity educational institution. It does not discriminate on the basis of race, color, religion, sex, or handicap in admissions, employment of operations.

The provisions of this bulletin do not constitute an offer for a contract which a student may accept through registration and enrollment in the College. The College reserves the right to change any provision or requirement, including fees, at any time with or without notice.

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TENTATIVE SCHEDULE

Course	Fall 9/21-11/17	Winter I 11/20-2/19/88	Winter II 2/22-4/29	Spring 5/2-7/8	Summer 7/11-9/16	Fall 9/19-11/25
MBA500:Professional Communications	X	X	X			X
MBA501:Prof. Management Workshop		X		X		X
MBA502:Financial Accounting		X		X		
MBA503:Management Accounting	X		X		X	
MBA504:Managerial Statistics	X		X			X
MBA505:Business Economics	X		X		X	X
MBA506:Management Computing	X	X		X		X
MBA550:Financial Management		X		X		X
MBA551:Marketing Management		X			X	
MBA552:Production Management			X		X	
MBA553:Human Resource Management	X	X		X		
MBA560:Sci., Tech., & Bus.			X	X		
MBA561:Business and Government	X		X			X
MBA562:Bus. Pol. & Strategy			X		X	
MBA599:Entrepreneurial Project	X	X	X			X

N.B.: This is only a TENTATIVE schedule.

UNDERGRADUATE ACADEMIC CALENDAR 1987-1988

FALL SEMESTER 1987

Undergraduate registration	1-4:30 p.m.	August 31
Undergraduate class work begins	8:20 a.m.	September 1
Labor Day holiday	Monday	September 7
Undergraduate Fall Break begins	5:00 p.m.	October 21
Undergraduate Fall Break ends	8:20 a.m.	October 26
Thanksgiving recess begins	5:00 p.m.	November 25
Thanksgiving recess ends	8:20 a.m.	November 30
Undergraduate class work ends	Monday	

SPRING SEMESTER 1988

Undergraduate registration	8:30 a.m.-4 p.m.	January 7
Undergraduate class work begins	8:20 a.m.	January 8
Undergraduate Mardi Gras holiday begins	3:00 p.m.	February 12
Undergraduate Mardi Gras holiday ends	8:20 a.m.	February 18
Undergraduate spring recess begins	3:00 p.m.	March 25
Undergraduate spring recess ends	8:20 a.m.	April 5
Undergraduate class work ends		April 27
Baccalaureate & Commencement	2:30 p.m.	May 7

MAY MODULE 1988

Class work begins		May 10
Class work ends		May 23

SUMMER SESSION 1988

Undergraduate registration		June 13
Undergraduate four-week courses	1st Session	June 14-July 11
	2nd Session	July 12-Aug. 5
Undergraduate eight-week courses		June 14-Aug. 5
Independence Day holiday	Monday	July 4

A MESSAGE FROM THE DEAN

Welcome to Centenary's Executive M.B.A. Program.

You are bright, industrious, and have a history of successful achievement or you would not be an M.B.A. candidate.

We want to help you develop into a more competent and self-confident manager. We will help you learn the basic skills and concepts which should give you a step up on others who lack this training. And in the business world, this margin is the competitive edge.

We have two major strengths: our unique philosophy, and our decision to admit a select group of mature adults. You and your classmates give the vitality and relevance to our courses. We expect everyone to contribute. Our teachers also share a common philosophy. They see themselves as academic coaches who are excited about what they are doing. They have high standards, and they take pride in the superior performance of their students.

You are now a part of the Centenary family. You will develop many new friendships with both faculty and fellow students. We hope that you will take advantage of the cultural and athletic activities on campus.

We don't aspire to be the largest program of our type. We do want to be the best.

We have a steep path to travel, and I am counting on you to help us keep an eye on our vision.

Labor omnia vincit.

Sincerely,

Barrie Richardson Dean
School of Business

Centenary College of Louisiana

In 1825, the College of Louisiana began offering liberal-arts and pre-professional education to college students in the South. Twenty-three years later, in 1848, it merged with Centenary College, a Methodist institution in Clinton, Mississippi. In 1908 Centenary College of Louisiana moved to its present location in Shreveport.

For the full 162 years of its history, Centenary College has stood for academic and professional excellence. Her graduates have gone on to high achivement in business and the professions, and her faculty members have distinguished themselves in teaching, research, and professional service.

Graduate business education came to Centenary in 1976. The Executive M.B.A. began in 1984.

The Magale Library

The academic heart of the College is Magale Library, which at present houses over 145,000 volumes as well as a large collection of periodicals, microforms, and music and drama recordings. Cooperative arrangements with the Green Gold Library System (serving northwest Louisiana), the Southern College University Union (centered at Vanderbilt University), and the Amigos System give us inter-library loan access to books and periodicals unavailable on campus.

M.B.A. students have full library privileges. Library tours emphasizing research into business are normally included in MBA500:Professional Communications. Handouts about library services and facilities are available at the circulation desk.

Library hours during the undergraduate fall and spring semesters (see Undergraduate Academic Calendar) are:

8 a.m. to midnight, Monday to Thursday

8 a.m. to 4:30 p.m., Friday

1 p.m. to 5 p.m., Saturday

2 p.m. to midnight, Sunday

Summer, interim, and Christmas holiday times differ. Consult the Library for precise times. It is possible to have holiday library times extended to meet the needs of a particular class.

Computing Facilities

Twenty IBM personal computers are available for student use in the Computer Lab, 117 Mickle Hall. Your student I.D. card gains you access to the computers in the lab and to the two IBM PC's in the Music Listening Room of Magale Library. An introduction to the word processing of memos and reports normally is part of MBA500:Professional Communications, and MBA506:Managerial Computing covers the full range of business computing skills. Computer Lab hours during the undergraduate spring and fall semesters generally are:

Monday-Friday	9--5
Saturday	Closed
Sunday	2--5

Summer, May module, and Christmas holiday times differ. Consult the Director of the Computer Center.

The PC's in the Magale Library are available during library hours.

PROGRAM OF STUDY

Purpose of the M.B.A. Program

Centenary College's M.B.A. Program aims to help bright, ambitious men and women achieve greater success in their management careers. The program is geared toward mature students who have been out in the work force for at least five years.

We expect that our graduates will find more challenging jobs, move faster, and rise higher with the Centenary M.B.A. degree.

The Centenary program offers a dual emphasis. We stress the practical skills and useful business concepts that employees want and managers need to be effective on the job. We also teach the knowledge and help develop the self-confidence required in accepting greater responsibility.

This program is designed to be accessible, intensive, and useful.

History of the Centenary M.B.A. Program

The current M.B.A. program at Centenary College began in the winter of 1984. The Dean and faculty of the School of Business designed a program to answer growing criticism that traditional M.B.A. programs have become overly theoretical and quantitative at the expense of practicality and career usefulness.

Faculty of the School of Business met with foundation heads, business leaders, and management trainers in government and industry prior to designing the present program for adult learners. Since the first announcement of our M.B.A. program in November 1984, the response has been strong and enthusiastic. The program has grown to capacity: 125 candidates selected from several hundred applicants. New students are admitted only when space becomes available.

Philosophy of Instruction

Centenary M.B.A. courses concentrate on basic concepts which have significant practical application. The courses were designed with the premise that it is more important to master the more important skills than to superficially cover numerous abstract principles. The typical class size is eighteen students.

Most courses are taught by full time Centenary professors who have had business experience. The M.B.A. faculty also includes several highly qualified business executives who are currently active in developing new products, financing ventures, managing factories, and guiding personnel programs.

Faculty use a wide variety of teaching techniques, including lecture/discussion, case analysis, projects, computer- and video-assisted instruction.

Academic Workload

Centenary M.B.A. courses are intensive and demanding. Students should not take more than two courses per term. Most students alternate between one and two courses per term. Students who know in advance they will have to miss more than one class meeting should not enroll for that term.

In a typical week, students may expect to spend eight to twelve hours per course outside of class time preparing for each class.

Academic Sequence

The Centenary M.B.A. program consists of fifteen required courses. There is no prescribed sequence of courses; however, students should bear in mind that higher-numbered courses assume students' command of the knowledge and skills of relevant lower-numbered courses.

Several courses have specific pre-requisites:

MBA502:Financial Accounting is a pre-requisite for MBA503: Management Accounting.

MBA502:Financial Accounting and MBA503:Management Accounting are pre-requisites for MBA550:Financial Management.

MBA500:Professional Communications, MBA503:Management Accounting, MBA504:Management Statistics, MBA505:Business Economics, MBA550:Financial Management, and MBA551:Marketing Management are pre-requisites for MBA562:Business Policy and Strategy.

The chart on pages 10-11 shows the ideal course sequence. M.B.A. students should try to follow this sequence.

RECOMMENDED COURSE SEQUENCE

Area I: Human Relations Skills (2 courses)

Professional Communications	MBA500	This course is an excellent way to start the program. There is a great deal of interaction, and most people notice an improvement in their communication skills.
Professional Management Workshop	MBA501	This course should also be taken first. The Birkman Test helps individuals understand their own management style. Practical concepts are emphasized.

Area II: Analytical Tools (5 courses)

Financial Accounting	MBA502	These courses prepare you for functional courses in marketing, finance, and management. Emphasis is on understanding and using these concepts and tools in practical business problems.
Management Accounting	MBA503	
Managerial Statistics	MBA504	
Business Economics	MBA505	
Management Computing	MBA506	

Area III: Functional Areas (4 courses)

Financial Management	MBA550	These courses emphasize basic concepts found in all organizations. Candidates should complete Areas I and II before beginning Area III. (Some courses may be taken concurrently.)
Marketing Management	MBA551	
Production Management	MBA552	
Human Resource Management	MBA553	

Area IV: External Environment and Policy (3 courses)

Science, Technology, and Business	MBA560	These courses help managers focus on the social, political, technological, and economic factors which affect strategic management decisions.
Business and Government	MBA561	
Business Policy and Strategy	MBA562	

Area V

Entrepreneurial or Intrapreneurial Project	MBA599	Final project after completion of other courses. May be done in small groups (2-3) or individually.

ADMISSION

Admission is open to men and women with bachelor's degrees from accredited institutions. No particular major is preferred, and the program is not calculus-based. Personal qualities and professional accomplishments are a major determinant in the selection process. We seek candidates with leadership ability and the desire to excel. The average Executive M.B.A. candidate at Centenary College is thirty-five years old.

Apply to: Barrie Richardson, Dean
School of Business
Centenary College of Louisiana
Post Office Box 41188
Shreveport, Louisiana 71134-1188

Steps in the Admission Process

1. Completed application form with $20 non-refundable application fee. The $20 application fee is waived for those who have ever attended Centenary College.

2. An official transcript from each college attended.

3. Personal interview with the Dean of the School of Business.

4. Graduate Management Admission Test (GMAT). Scores must be sent directly from the Educational Testing Service to the Dean of the School of Business. The test must have been taken within five years of admission to the School of Business or within the first twelve hours of graduate work.

Notification of Status

When the candidate has been accepted, a letter of acceptance is sent and a $50 one-time class reservation fee is due.

FINANCIAL INFORMATION

Tuition

The 1987 tuition for students in the Centenary Executive M.B.A. program is $450 per course. Students are billed after completion of each course. Tuition for 1988 will be $500 per course.

Basic Fees

1. Application Fee: A none-time non-refundable fee of $20 is paid by each first-time applicant for graduate students. This fee is waived for those who have ever attended Centenary College.

2. Class Reservation Fee: A one-time $50 fee reserves a place in the course(s) of the student's choice.

3. Graduation Fee: Students approaching graduation pay a $25 fee to cover commencement expenses. Students should also budget for the cost of renting the academic cap, gown, and hood.

Other Fees

1. Birkman Test Fee: Students enrolled in MBA501:Professional Management Workshop must take the Birkman Test. Fee: $35.00.

2. Accounting Proficiency Test Fee: Students with strong accounting backgrounds who wish to be exempt from MBA502:Financial Accounting and/or MBA503:Management Accounting may do so by taking the Accounting Proficiency Test. Fee: $75.00 for each part.

   Students holding a C.M.A., C.P.A., or C.I.A. certificate are exempt from MBA502 and MBA503.

Withdrawal and Refund Policy

Official withdrawal from any course in the Executive M.B.A. Program takes effect on the date that the student receives approval from the Dean of the School of Business. Withdrawal forms are available in the office of the Dean of the School of Business. Following completion, the form must be filed in the Office of the Registrar. Refunds are available according to the following schedule:

1. A $50 service charge for withdrawal whether or not the student attends class.

2. A $100 service charge for withdrawal following the second class meeting.

3. A $200 service charge for withdrawal following the third class meeting.

4. Full tuition charged for withdrawal following the fourth class meeting.

Financial Aid

Information concerning financial aid in the form of loans may be obtained from the Financial Aid Director (869-5137).

CAMPUS LIFE

Executive M.B.A. students are encouraged to take full advantage of the offerings of the Centenary community. The College has granted M.B.A. candidates free admittance to all performances and athletic events. Present your M.B.A. I.D. card to be admitted. (To obtain your card, call the School of Business office 869-5141.)

Bookstore and Post Office

All textbooks and supplies are available at the Centenary College Bookstore (869-5278), located, along with the Post Office, in Moore Student Center. Hours for the Bookstore and Post Office are 8 a.m. to 4 p.m. Monday through Friday. During the summer months they are both closed from 12 noon until 1 p.m.

The Performing Arts

The Marjorie Lyons Playhouse offers a full schedule of dramatic performances, the Hurley School of Music presents concerts by visiting and local artists, as well as the music faculty. The Centenary Film Society shows contemporary and classic films. For a schedule of films, contact the English Department secretary at 869-5254.

Meadows Museum of Art

The Meadows Museum schedules national as well as regional exhibits. It is the permanent home of the Jean Despujols Collection of Indochinese Art. Hours: Tuesday through Friday, 9 a.m. to 5 p.m.; Saturday and Sunday 2 to 5 p.m. Closed Mondays.

Centenary Athletics

Centenary sponsors fourteen intercollegiate athletic programs, eight men's sports and six women's sports. A full schedule of Centenary Gents basketball is available from the Athletic Office (869-5275).

M.B.A. Alumni Association

An Alumni Association for graduates of the Centenary Executive M.B.A. Program is planned. Contact the Dean of the School of Business for more details.

M.B.A. Speakers Association

A student-initiated program in which outstanding practioners are invited to meet with M.B.A. candidates at breakfast and lunch meetings.

Student Subscriptions

Special student-rate subscriptions are available for *The Wall Street Journal*, *Business Week*, *Fortune*, and the *Harvard Business Review*. Contact the School of Business secretary at 869-5141 for more information.

Degree Requirements for the M.B.A.

The Executive M.B.A. program consists of a pre-established curriculum of fifteen three-hour courses with no electives.

Students are required to complete forty-five hours of academic work and earn a B average.

The degree must be completed within seven calendar years after commencing the program.

Registration

Registration takes place over the telephone. Students call in their course preferences to the School of Business secretary (869-5141).

A bulletin of course offerings will be mailed to students well in advance of each term.

Academic Advising

The Dean of the School of Business and his associates advise students in the planning of their academic programs.

If students need academic assistance in specific area, their advisors will direct them to the appropriate undergraduate courses.

Grades

The grading scale for M.B.A. candidates is: excellent--A, good--B, average--C, poor--D, failing--F, incomplete--I.

Students will not receive graduate credit for any course in which a grade of less than "C" is earned.

The grade of "Incomplete" will automatically become an F if not completed within three terms.

Probation and Dismissal

Students whose cumulative grade point average falls below 3.0 (B) will be placed on probation.

Students will be notified in writing of this probationary status and counseled by the Dean of the School of Business. After two semesters of probation, students must achieve a 3.0 grade point average for the current or cumulative average or they will be dismissed.

Repeating Courses

M.B.A. students may, free of charge, repeat courses in which a "C" or

below was earned. The higher grade will be calculated in determining the GPA; however, both grades will appear on the transcript.

Calendar

The Executive M.B.A. program utilizes a unique calendar. Whereas most universities have two or three terms, the Centenary program has five ten-week terms.

This calendar allows students to accelerate their academic work. It also allows students to stay out a term when they have professional or personal commitments.

Credit by Transfer and by Examination

A maximum of six credit hours may be transferred from other graduate programs into the Centenary M.B.A. program. Credit will be accepted only when a grade of "B" or higher was earned.

Students who earn 80 or higher on the standardized accounting tests may be exempt from MBA502:Financial Accounting and MBA503:Management Accounting. Students holding a C.P.A., C.M.A., or C.I.A. certificate are also exempt from these two courses.

COURSES OF INSTRUCTION

M.B.A. COURSE DESCRIPTIONS

MBA500:Professional Communications

A workshop in the principles of effective communication and their application to letters, memos, and reports. Major emphasis is on clear and cogent writing, but listening and speaking are also stressed. Consistently high-quality written and oral expression is expected of all degree candidates.

MBA501:Professional Management Workshop

Practical management skills: time management, goal setting, creative problem solving, delegation, conflict management, committee leadership, and project management. Establishing professional objectives and personal action plans for continued self-development. Assessing your own management style; learning your own strengths and weaknesses as a leader. ($25 lab fee)

MBA502:Financial Accounting

Basic accounting practices and procedures used to develop financial statements. Emphasis on a practical approach to understanding and applying accounting data. The use and misuse of historical accounting data. Interpreting balance sheets, income statements, and statements of retained earnings or proprietorships, partnerships, and corporations. Computer-assisted instruction.

MBA503:Management Accounting

Continues MBA502. How accounting concepts are used in inventory, overhead allocation, cost accounting, depreciation and internal reporting, control, and other areas. Case work instruction: how managers interpret and alter accounting data in order to make appropriate business decisions. Computer-assisted instruction. Prerequisite: MBA502:Financial Accounting.

MBA504:Managerial Statistics

Introduces the quantitative tools most frequently used in business. Applied concepts from statistics and management science. Topics covered include descriptive statistics, probability, estimation, hypothesis testing, regression, game theory, and PERT. Computer-assisted instruction.

MBA505:Business Economics

Focuses on a limited number of relatively simple, but powerful concepts of economics, including topics in demand and cost. Major

emphasis on the application of incremental thinking to actual business problems. Analysis of pricing, productivity, costs, business size, and market structure. Macroeconomic concepts such as output, employment, price level, and analysis of economic trends.

MBA506:Management Computing

The application of commonly used computer software for analyzing business information. Emphasis is on learning how to manipulate data in order to improve management decision making. Pre-requisite: MBA 502:Financial Accounting.

MBA550:Financial Managment

The development of pro forma financial statements, cash and operating budgets. Alternative ways for firms to finance operation and growth. The time-value of money and capital budgeting. Practical case examples as well as contemporary theories of finance. Pre-requisites: MBA502:Financial Accounting and MBA503:Management Accounting.

MBA551:Marketing Management

Introduction to the basic concepts of marketing: marketing variables, market segmentation, sales forecasting, buyer behavior, product, pricing and promotional strategies, and market research. Case studies, simulations, and student projects will be used to reinforce the practical implications of these concepts. (Students will do term marketing projects.) Pre-requisites: MBA500:Professional Communications, MBA503:Management Accounting, MBA504:Managerial Statistics, and MBA 505:Business Economics.

MBA552:Production Management

Provides a broad overview of basic production activities. Production planning, inventory control, plant organization, quality control, and productivity. Major emphasis is on factory floor operations, but these principles will also be related to service operations. Case studies and factory visits utilized.

MBA553:Human Resource Management

Reviews contemporary theories of human organizational behavior. How individuals, small groups, and organizations interact in practice. Also deals with such specific concerns as recruitment, training, job descriptions, and performance evaluations. Improved productivity through human effort is the central theme of the course.

MBA560:Science, Technology,and Business

Views the longer and wider dimensions of business in society. A broad history of technology and enterprise, emphasizing the last one hundred years of scientific discovery, invention, and applied technology. Ethical and social considerations which face managers are discussed, and contemporary case situations are studied.

MBA561:Business and Government

The study of public policy affecting business enterprises. Topics include government control of monopoly, public ownership of enterprise, and government regulation of business. Also, the role of government in protecting consumers, workers, investors, and the environment. Basic concepts of law and government as related to contemporary society.

MBA562:Business Policy and Strategy

The enterprise as it operates in a competitive and dynamic environment. An opportunity to integrate knowledge from other business courses and develop the managerial perspective. Chief emphasis is on the development of strategic plans and policies. Case studies and student projects supplement text and journal readings. Prerequisites: MBA550:Financial Management, MBA551:Marketing Management.

MBA599:Entrepreneurial Project

A final integrated experience for M.B.A. candidates. Teams of three or four students develop, with faculty guidance, plans for a new business enterprise. Periodic reports include a mission statement, strategic plans, organization charts, sales forecasts, operating budgets, and a plan for capital acquisition. The projects are presented and defended in the seminar. Copies of the reports are placed in Magale Library and in the Dean's office.

FACULTY

Administration of the College

President.....Donald A. Webb
B.A., Ohio Wesleyan University; M.Div., Methodist Theological School; Ph.D., Drew University

Dean.....Dorothy Bird Gwin
B.B.A., M.S., East Texas State University; Ed.D., University of Kansas

Registrar.....R. Johnson Watts
A.B., A.M., Duke University

Director of Undergraduate Admission.....Caroline Kelsey
B.F.A., Washington University, St. Louis

Director of Financial Aid.....Mary Sue Rix
B.A., Baylor University; M.A., Western Carolina University; M.A., Louisiana State University

Business Manager and Comptroller.....Harold Bond
B.A., Centenary College of Louisiana

Administration of the School of Business

Dean and Sample Professor of Business.....Barrie Richardson
B.A., Carleton College; M.B.A., D.B.A., Indiana University

Secretary.....Betty Labor

Graduate Business Teaching Faculty

Betsy V. Boze--B.S., 1974, M.B.A., 1975, Southern Methodist University; Ph.D., 1984, University of Arkansas.

Robert S. Brewer--B.A., 1964, Harding University; M.A., 1966, Ph.D., 1971, Louisiana State University.

Harold R. Christensen--B.A., 1971, M.S., 1975, Ed.D., 1979, Oklahoma State University.

Barbara J. Davis--B.S., 1977, M.B.A., 1984, Louisiana State University in Shreveport; C.P.A.

Katherine R. Fell--B.S.E., 1976, Southern Arkansas University; M.A., 1978, Louisiana Tech University; Ph.D., 1986, Texas A&M University.

Carol A. Ford--B.A., 1974, M.B.A., 1977, Louisiana Tech University; C.P.A.

Rodney A. Grunes--A.B., 1963, Drew University; A.M., 1967, Ph.D., 1972, Duke University.

Frederic Jefferson Hendricks--B.A., 1975, Centenary College of Louisiana; M.A., 1976, Ph.D., 1983, University of Illinois.

Miles E. Hitchcock--B.S., 1971, Centenary College of Louisiana; M.S., 1974, Louisiana Tech University.

David J. Hoaas--B.S., 1981, Bemidji State University; M.A., 1983, Ph.D., 1986, Duke University.

Frank Pohlkamp--B.S., 1959, University of Cincinnati; M.B.A., 1966, Xavier University.

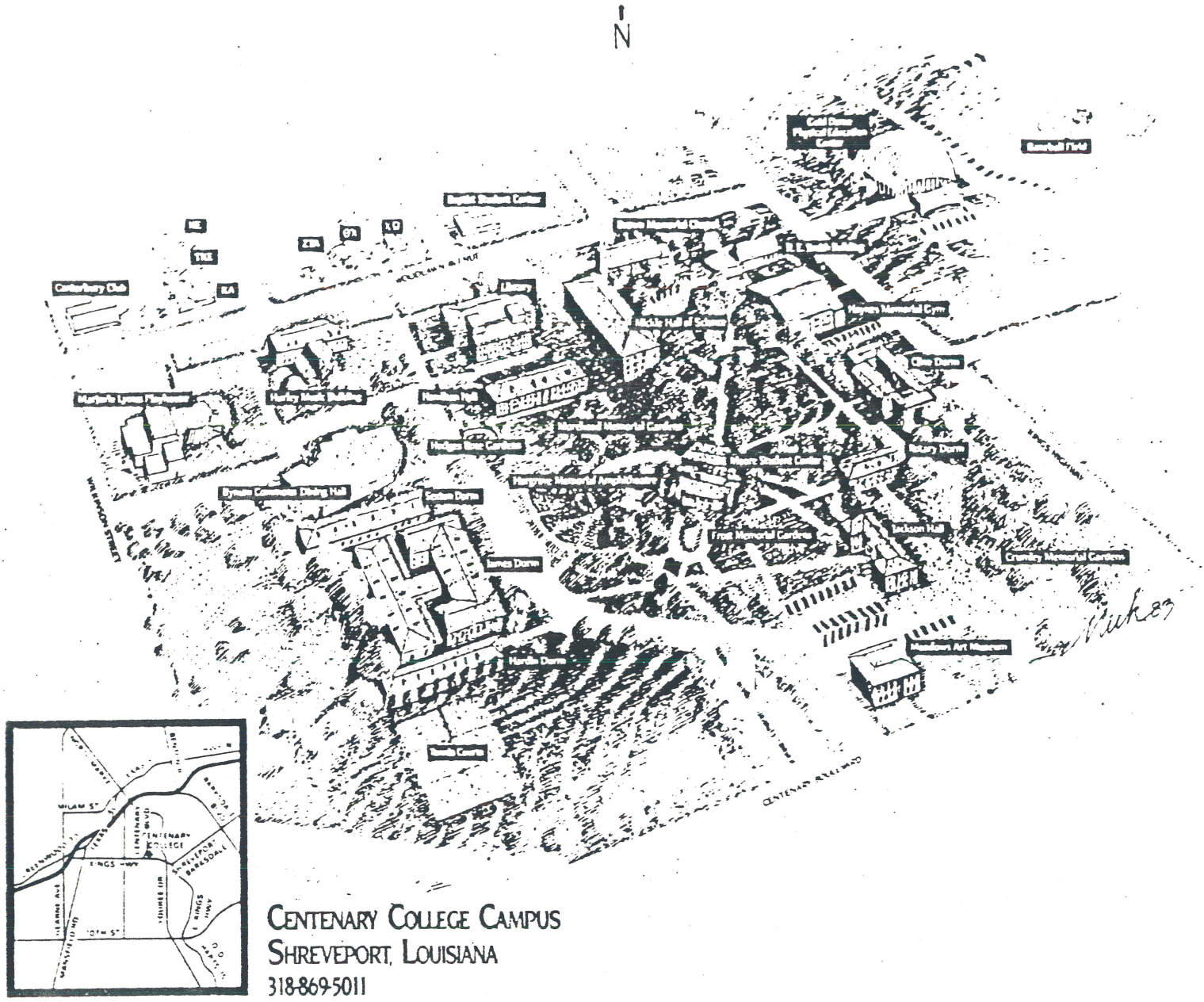
James P. Reburn--B.S., 1980, M.Acc., 1982, Southern Illinois University; C.P.A.

Barrie Richardson--B.A., 1955, Carleton College; M.B.A., 1956, D.B.A., 1962, Indiana University.

David E. Thomas--B.S., 1969, Southeastern Louisiana University; M.S., 1973, Ph.D., 1974, Tulane University.

David H. Throgmorton--B.S., 1974, University of Wyoming; M.A., 1979, Ph.D., 1982, University of Illinois.

CAMPUS MAP



CENTENARY COLLEGE CAMPUS
SHREVEPORT, LOUISIANA
318-869-5011